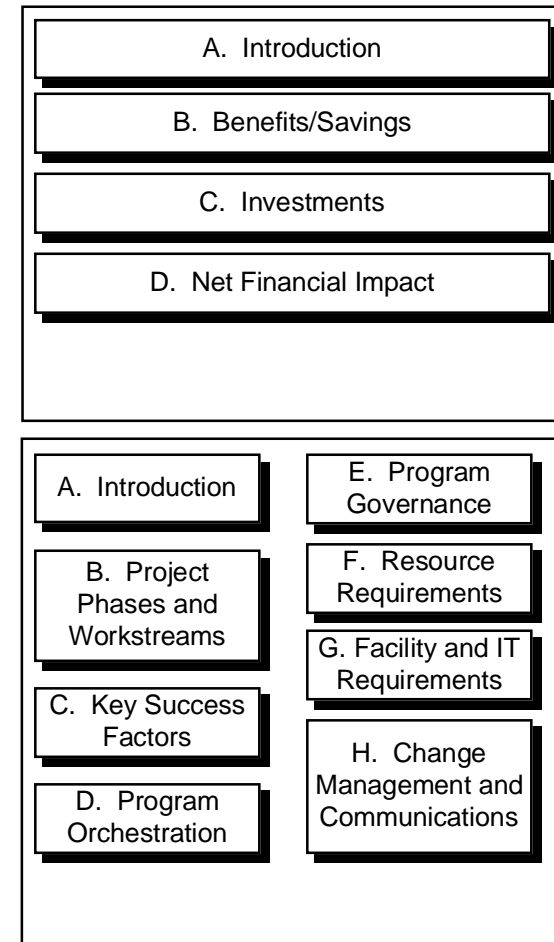
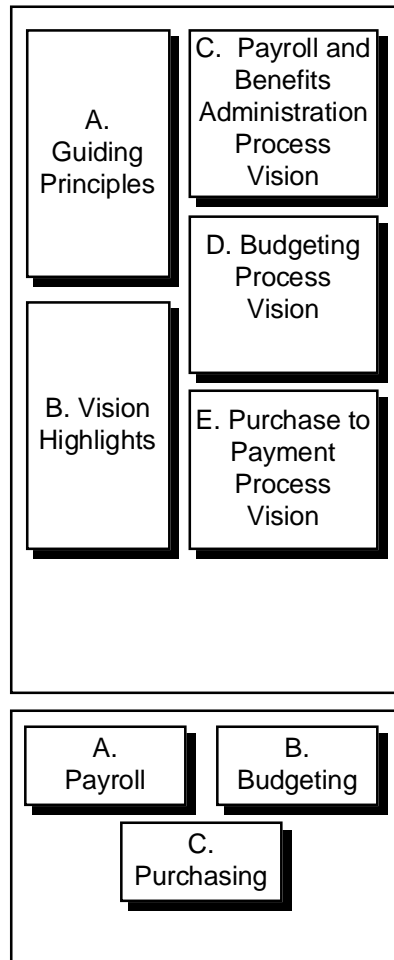
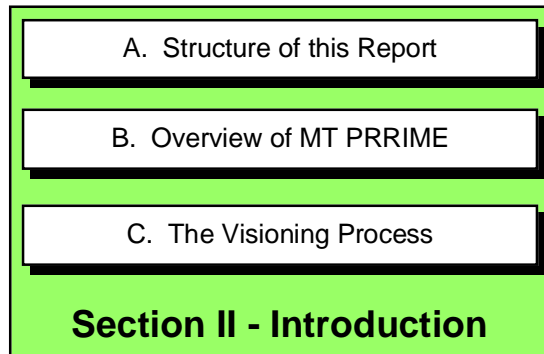




# Section II - Introduction

## Section I - Executive Summary





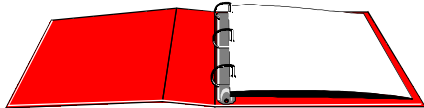
## A. Structure of this Report

---

The purpose of this document is to describe the vision and future direction of selected Administrative Services processes. This document also provides sufficient detail on changes to the processes and required enablers to support further redesign of the processes and the Enterprise Application System (EAS) implementation.

Benchmarking data, current performance and the process visions provide a basis for setting performance targets for improvement. The business case on potential savings and investments provides additional information.

The document is structured as follows:



- **Section I** provides an executive summary of the highlights of the process visions and identifies key impacts.
- **Section II** provides an overview of the background to the project, project scope, objectives and approach.
- **Section III** outlines the emerging vision for MT PRRIME and provides the vision for each of the process areas being examined in this phase of this project.
- **Section IV** provides a summary business case for selected process areas, including savings, investments and net financial impact.
- **Section V** describes a number of implementation considerations, including key success factors, program orchestration and resource requirements.

A slide has been provided at the beginning of each section to orient the reader within the document.



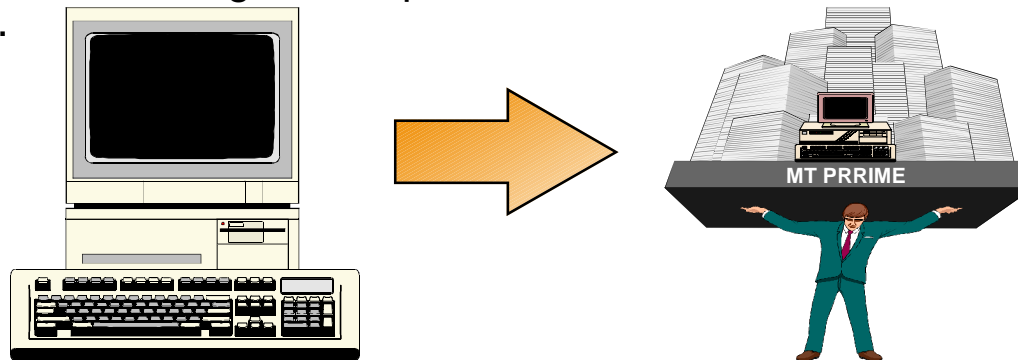
## B. Overview of MT PRRIME - Background

**Senate Joint Resolution 23** - states that “major improvements in the core management support systems of state government offer the most promising opportunities to improve overall government operation that are available today and to truly prepare government for the 21st century.”

The State's Department of Administration launched the MT PRIME project (Project to Reengineer the Information Management Environment) to fulfill the objectives of SJR 23. The inclusion of revenue processing in the concept of MT PRIME resulted in a change of name to MT PRRIME. The Project is intended to respond to various internal and external business pressures including resource shortages, the decreasing usability of state systems, the Year 2000 challenge, inconsistency and duplication in resource management and the technology gap.

The MT PRRIME project is about implementing sustainable business process change by leveraging the use of new technologies.

The State's intention in undertaking the MT PRRIME project is not simply to automate existing processes but to redesign those processes to better serve its customers and the citizens of Montana.

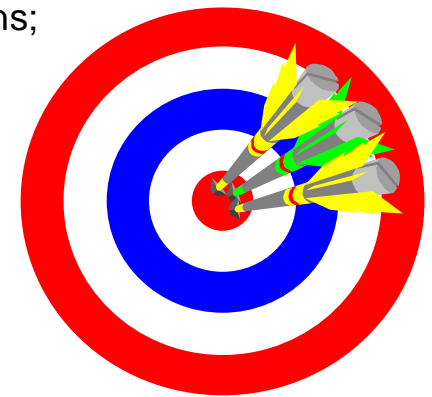




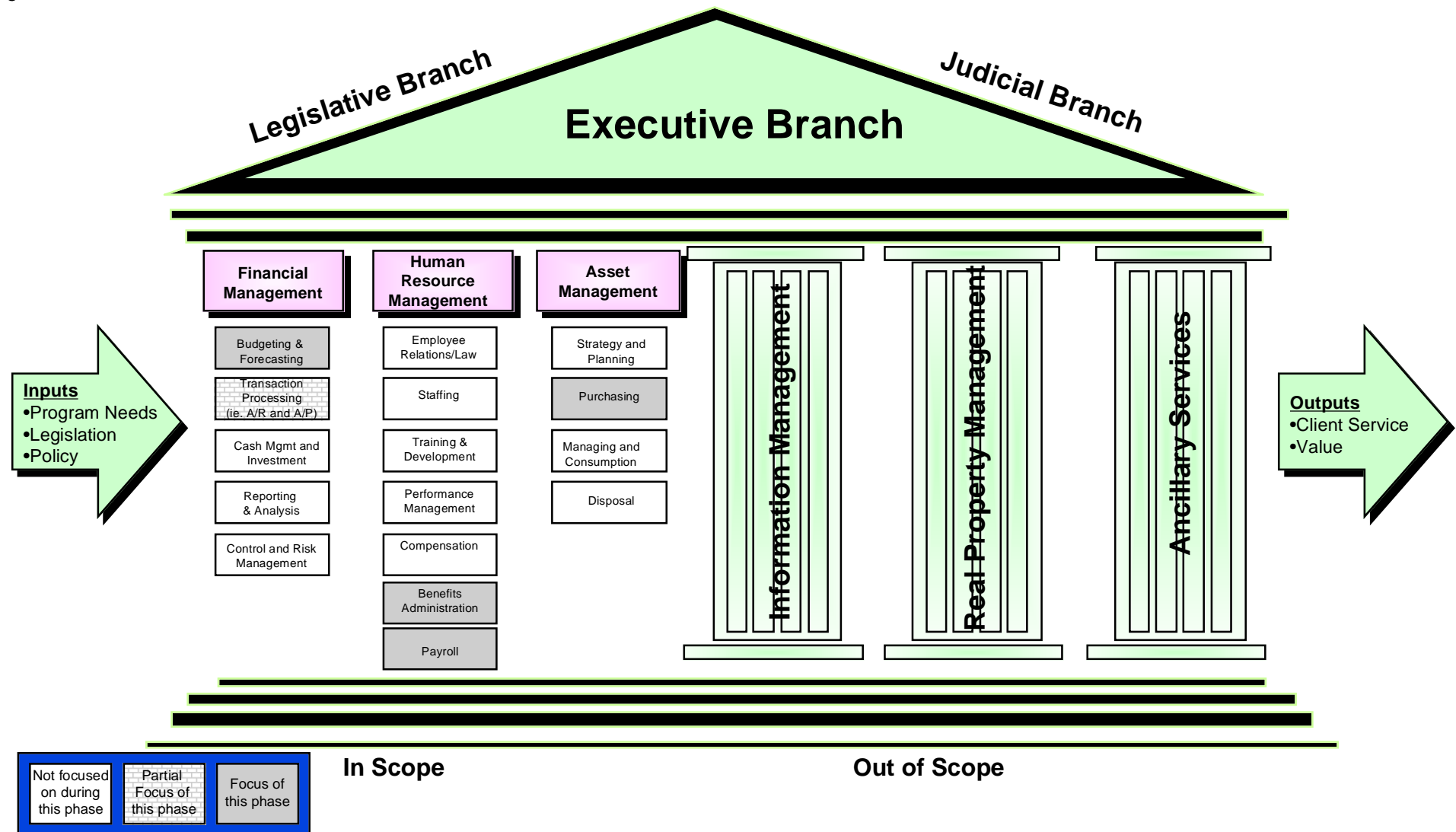
## B. Overview of MT PRRIME - Scope

---

- Administrative services play a critical role in supporting agencies in the delivery of government programs and services. The mission critical nature of these services results in a working assumption that the State Government is in the 'business' of providing these services. Outsourcing on a significant level has not been considered during this phase of the project.
- The model on the following page illustrates the extent of administrative services in the State of Montana. Most of these services are cross-agency in nature, meaning that they are carried out to some extent in both central departments and line agencies.
- The three branches of State Government are partners in this project and share a unified strategy for administrative systems improvements.
- This phase of the project focuses on areas where there is significant opportunity for improvement, based on:
  - The resource intensity of these areas;
  - Other public sector experience;
  - The ability to effect a significant positive impact on State Government operations;
  - The availability of resources and skills; and,
  - The requirement for a broad coverage of administrative services.

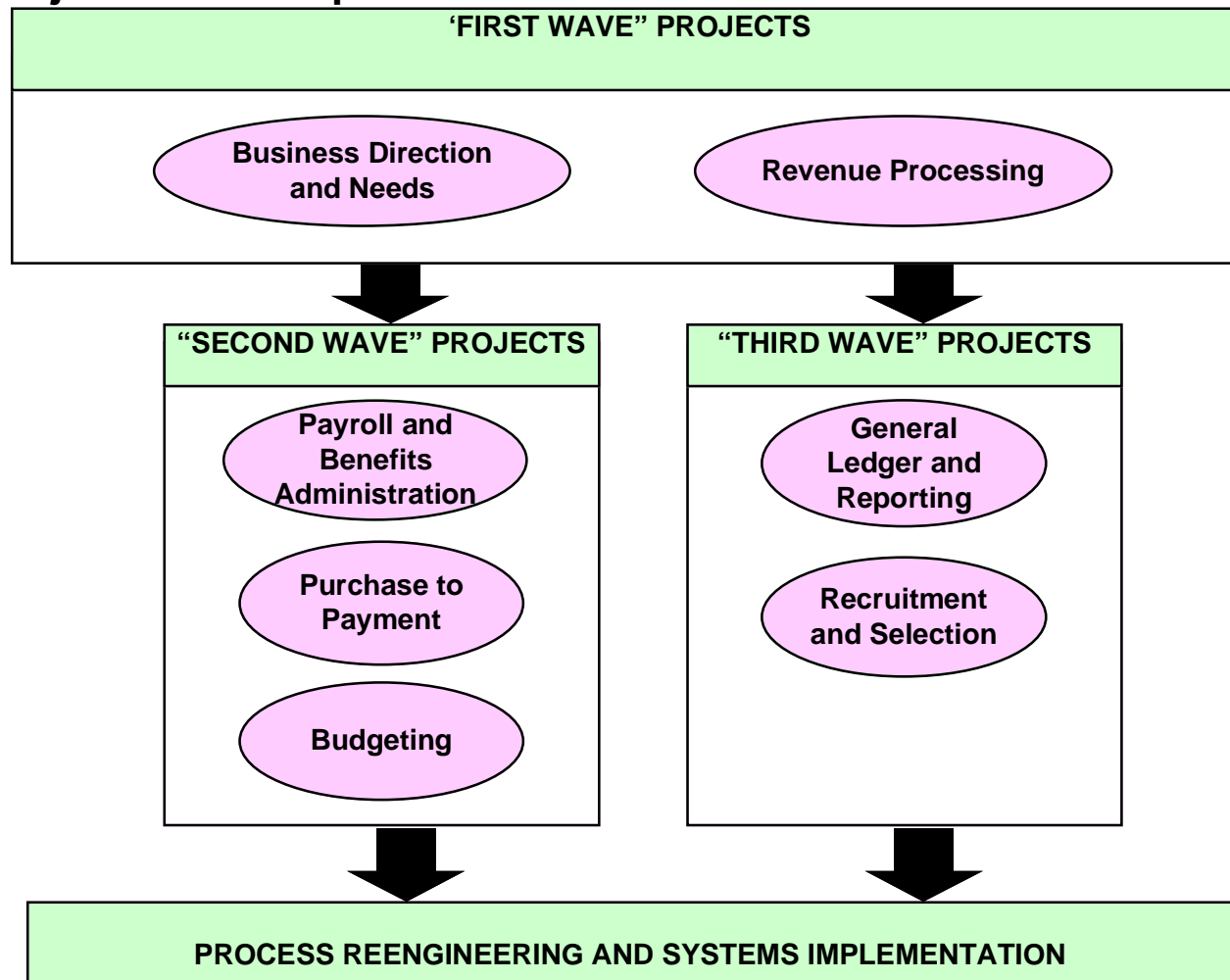


## B. Overview of MT PRRIME - Scope



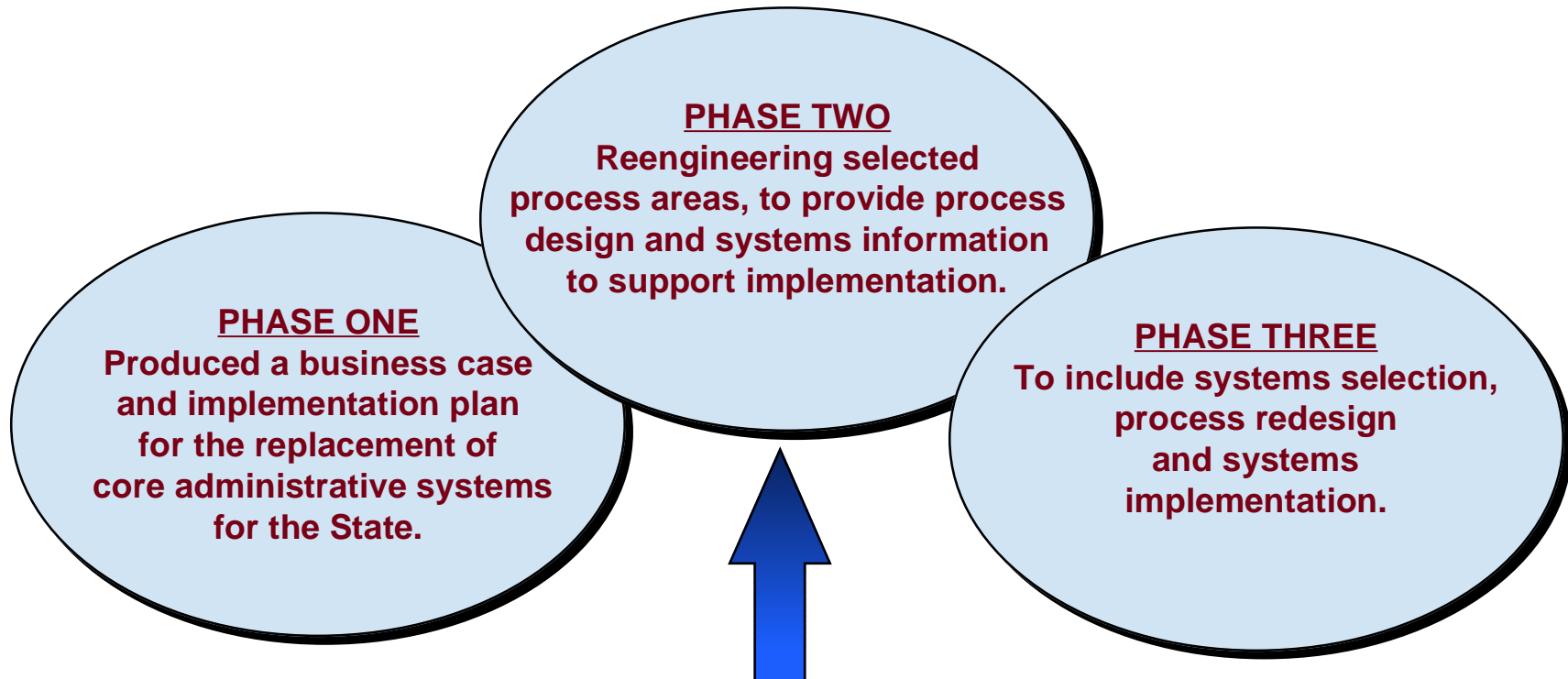
## B. Overview of MT PRRIME - Selected Processes

This phase included “Second Wave” projects. Additional visioning on “Third Wave” projects will take place over the next few months.





## **B. Overview of MT PRRIME - Phases**



In the current phase, vision statements are being developed for key processes that will guide the selection of new systems.



## C. The Visioning Process - Objectives

The **primary objectives** of the second phase of the MT PRRIME initiative are to:

- Assess the current processes in the areas of payroll and benefits administration, budgeting and purchase to payment;
- Establish the change imperative for these processes in order to communicate the direction and magnitude of change;
- Define and develop the vision for selected processes at a level of detail sufficient to guide system selection;
- Communicate and begin to build acceptance of the vision with stakeholders;
- Manage expectations by clearly establishing performance expectations that can serve as a reference point during implementation; and,
- Where necessary, refine the business case and implementation plan for MT PRRIME.







## C. The Visioning Process - Approach

---

The **approach** to this phase is:

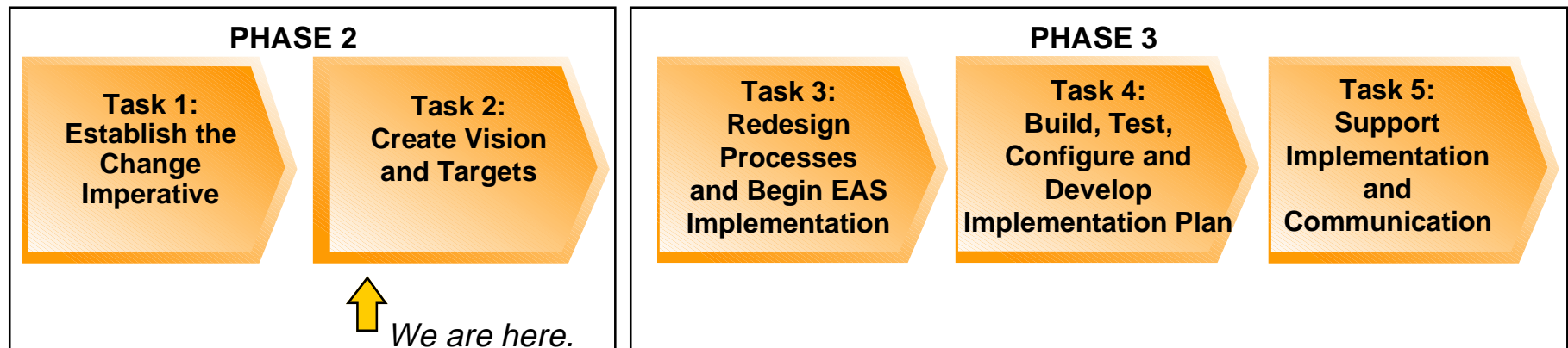
- *Inclusive* - Involves a broad range of agencies to identify potential benefits and new process visions.
- *Reengineering* - Identifies opportunities to reengineer processes that would maximize benefits to the State and to Stakeholders, using a proven reengineering methodology.
- *Leverage* - Builds on the MT PRIME and Revenue and Information Processing projects to ensure consistency and compatibility.
- *Facilitation* - Uses experienced reengineering consultants to guide the process, leveraging the resources provided to the project by the State.
- *Developmental* - Develops and transfers knowledge to a small group of State employees to serve as the selection team for the new system.
- *Integrated* - Links the selected business processes into a more coherent and integrated vision.





## C. The Visioning Process - Methodology

MT PRRIME teams have followed the **Reengineering for Results™** methodology developed by Deloitte & Touche Consulting Group. The principal tasks of this approach, as they have been adapted to the MT PRRIME initiative, are highlighted below.



In preparation for an EAS implementation, this phase of the project focuses on Tasks 1 and 2. Process teams were established and worked with process participants and stakeholders to develop the change imperative and create visions and targets.

Process teams also reviewed benchmarks and best practices and then set performance targets for the redesigned processes. The teams began to build the business case which will provide further direction for detailed redesign and systems implementation.

Phase 3 of the project will include a number of tasks that will support implementation.

The change imperatives for the processes are provided under separate cover. The balance of this document focuses on the visions of the selected process areas.